# Table of Contents

<table>
<thead>
<tr>
<th>Content</th>
<th>Pg</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. From the Chairperson</td>
<td>3</td>
</tr>
<tr>
<td>2. Director’s Overview</td>
<td>5</td>
</tr>
<tr>
<td>3. Projects Overview</td>
<td>6</td>
</tr>
<tr>
<td>4. General</td>
<td>8</td>
</tr>
<tr>
<td>5. Auditors’ Report</td>
<td>11</td>
</tr>
<tr>
<td>6. Statement of Comprehensive Income</td>
<td>12</td>
</tr>
<tr>
<td>7. Statement of Financial Position</td>
<td>13</td>
</tr>
<tr>
<td>8. Visitor Numbers</td>
<td>14</td>
</tr>
<tr>
<td>9. Funders, Staff, Board of Trustees, Honorary Members, Patrons</td>
<td>14</td>
</tr>
</tbody>
</table>
This has been another extraordinary year in the life of the Museum. I'd like to thank all trustees, staff and volunteers who have given selflessly of their time and for their continued commitment. Furthermore, I'd like to say on behalf of the trustees how appreciative we are of the groundbreaking and innovative work that you do and how we value the personal commitment and passion you bring to the Museum, making it one of the leading heritage institutions, both nationally and internationally.

This positioning was demonstrated when the Museum hosted the Russell Tribunal on Palestine in November 2011 as well as the various international invitations received for staff to speak on various platforms about the work of the Museum. Locally the support given to sister organisations should also be noted and staff commended for their role.

This year was pegged to reflect and review the practices within the Museum, the strategic direction for the next three years and improvements within the governance structure. For the first quarter of the year we were on track.

The strategic review of partnerships and its relevance for fundraising in October 2011 signaled the beginning of the board and senior staff working together to deepen our understanding of the funding and partnership landscape.

The workshop in January 2012 to review the Trust Deed was in keeping with a commitment made at the last AGM. Amendments to the trust Deed were proposed in compliance with the relevant South African legislation and will be tabled at the next AGM for ratification.

Over the next year we, the trustees, staff, friends and volunteers of the District Six Museum need to recommit ourselves to positioning the Museum as a leading heritage institution in South Africa and as a key heritage knowledge producer.

Fundraising must also become a priority to ensure that the Museum is financially sustainable.

I'd like to personally thank everyone for their support over the past year.
AnnuAl RepoRt 2011/12

Overwhelming as our financial challenges in 2011 have been, it would be wrong to characterise the past year as having been completely consumed by them. We draw our inspiration for continuing the work of the Museum from the momentum created by dynamic milestones attained with much support – both internal and external – and without such inspiration our vision surely would perish.

The switching on of the illuminated signage on the Homecoming Centre exterior at the end of 2011 signalled the completion of the multi-year renovation of the building. We now have a moment to catch our collective breaths and experience the joy of working in a building which is safe, legally compliant and aesthetically pleasing.

This report reflects a scenario with a substantially reduced list of funders. It was with a mixture of anxiety and confidence that we started this fiscal year without any core funding to support our work, aware that in order to sustain the range of activities which the Museum undertakes: research, archiving, storytelling, product development, exhibition-making and public-programming amongst other things, a new funding model needed to be developed. One which was to invert the ratio of grants : revenue generation, from 60:40 to 40:60.

We are still in the process of making this transition, trying to find the difficult balance between retaining our non-profit orientation while generating sustainable revenue; between being programmatically focused while thinking about income generation. The shape of the Museum might have to change, not, however, to the extent that it becomes unrecognisable in its focus, form and mission.

We are grateful to the many people who have expressed their confidence and belief in the work that we do. Besides the funders listed in this report, I would like to acknowledge the support from the following entities: Business Arts South Africa (BASA), the Technical Support and Dialogue Platform of the CS Mott Foundation (tSDp) and our auditors PricewaterhouseCoopers Inc (PwC), for their support and services; thanks and appreciation to our friends, become ‘Friends’, to our partner organisations, volunteers, interns, artists and ex-residents; to the schools, universities, tour guides and operators – all who immerse themselves in different parts of our organisational lives; to those who - in the words of our most famous statesman Nelson Mandela - believe with us in the formidable combination of ‘a good heart and head’. Thanks to a determined circle of supporters and an unstoppable team of colleagues who are determined to find ways to honour the legacy that drives the work of this Museum.

In the coming year, we look forward to fundraisers undertaken by staff, volunteers, the ex-resident community and Friends of the Museum; the introduction of new products and packages for sale to the public and the development of the Homecoming Centre as an orientation space for tourists, domestic as well as international.

In addition, we will work hard to maintain the pace of the restitution where we can, and to provide the support needed by the ex-resident community in order to access their claims to return to the land. We will also work hard to facilitate the process of finalising the final declaration of District Six as a national heritage site as well as lead the process of memorialisation and heritage conservation on the vacant and scarred landscape.
narratives were at times anecdotal, but marginalised voices. Their personal lives as performance artists, writers and directors as well as their views of Cape Town theatre, performance and the creative industries made accessible to a much wider layer in society. We are excited by the knowledge and ideas that have been incubating since the inception of this research project, which looks at forced removals between the Black and Lübeek Rivers in Cape Town’s southern suburbs. Hayley Hayes-Roberts joined the exhibitions department as a contract researcher, collating existing research material, conducting additional interviews and developing resource material for schools and a mobile exhibition.

Two Rivers

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Projects Overview

Expressive Arts

We concluded the interviews for this phase of our ongoing expressive arts programme. Building on the extensive collection of oral histories and interviews with musicians, artists and performers in our sound archive, we rounded off our research with conversations involving amongst others, Royiston Soffels, David Isaacs, Fatima Dike and Mike van Graan about their personal narratives were at times anecdotal, but thoroughly imbued with the ideas of a thoughtful practice and the desire to see creative writing, performance and the creative industries made accessible to a much wider layer in society. Creatives were also invited to join us on an exploratory journey into the possibilities and challenges of Reminiscence Theatre in order to lay the basis for an annual collaborative event that crosses place and time in popularly resonant ways. The Reminiscence Theatre project is strongly located in the understanding that memory is often performed. With this project we intend to explore the possibilities of providing a more proactive space and opportunity for collaborations in the performance of memory. We tried to refresh and ‘normalise’ this process by having briefing sessions to present and receive feedback on the collaborative performance opportunities and challenges that we face. We had three Reminiscence Theatre briefings and discussion sessions in 2011. The next year will also see the production of three catalogues on Music, Carnival and Theatre.

Huis Kombuis

August 2011 saw the revival of the Huis Kombuis Reminiscence Craft and Design workshop series. The funding received from the National Arts Council at the end of November 2011 energised the continuation of these workshops and for most of the participants picking up the threads of where they had left off was seamless. It spoke volumes to an extraordinary journey which has developed its own internal rhythm and sensory connection to the performance of memory. The workshops continue to provide an enabling platform from which a bank of creative opportunities has been generated. These retrospective processes were manifested in storytelling sessions around the culture of kōesi-sister making, the practice of herbs and home remedies, revisiting the District Six neighbourhood map and working with the Museum’s archival collection. All of these have opened up fresh ways of seeing how the memory of District Six can influence design processes and be reimagined for a contemporary audience. The conceptualisation and installation of both the “Sweet Memories” coffee shop at the main Museum space was influenced by this process. As we approach the end of this funding cycle we are inspired by the possibilities that this project continues to offer.

Community Survey

The Community Survey entered a focused phase with researchers Fatima Swartz and Ighaan Pasha conducting a number of oral history interviews with ex-residents from Horsley Street and with residents who lived in the Cross Street area. After a dedicated process of identifying and making contact with ex-residents who lived in these streets, we were able to have workshops with a small cluster of ex-residents from Horsley Street in particular: mapping the street, families, neighbours and landmarks that made up this small community. Following on the survey questionnaires completed last year and the 25 interviews conducted in 2011 – 2012, the next phase will focus on writing up the research report and closing off the project. The researchers were supported by the Collections, Research and Documentation Department, as well as transcriber Pat Fahrenfort and research assistant Lauren Allies.
Beyond District Six

On the level of contributing to the broader body of museum and human rights debates, we participated on platforms as varied as the International Commission on Missing Persons (Sarajevo, Bosnia); the Federation of International Human Rights Museums (Liverpool, UK), the ICOM / COMCOL conference (Berlin, Germany), the International Coalition of Sites of Conscience workshop (New York, US) and the Community Museums Network (Johannesburg).

General

An international occasion which solidified our role in promoting dialogue was the Russell Tribunal on Palestine, which was held in the Museum. The question posed at this sitting concerned whether Israel's practices against the Palestinian people breached international laws against apartheid. With Archbishop emeritus Desmond Tutu, Ronnie Kasrils, Zwelenzima Vavi, Alan Boesak, Siraj Desai and Yasmin Sooka as some of the South Africans participating; and Michael Mansfield, Stephane Hessell, Pierre Galand and Alice Walker amongst the international participants, this was without a doubt one of the largest events hosted by the Museum during the year and one which tested our organisational capacity to its limits. It was a proud moment.

New tour narratives and products

We developed two new tour narratives for visitors, launched on Heritage Day 2011 and 11 February 2012. The narratives include site walks into District Six and to landmarks around the Museum. In addition, products fabricated in-house and for sale in the book- and coffee-shops have been popular - an indicator that with efficient production, packaging and marketing, additional revenue can be generated from these.

Friends of District Six Museum

At our AGM in August we launched our Friends of District Six Museum with great fanfare and excitement. Members can support the Museum along four levels, with benefits associated with each level:

• Level 1: R500
• Level 2: R1000
• Level 3: R5000
• Level 4: R10 000

With a small number of official ‘Friends’ who have pledged an annual amount to the Museum’s work, we are slowly but steadily growing in number. The programme has provided a structured mechanism through which members of the public can channel their support for the Museum.

Contact Nicky Ewers at nicky@districtsix.co.za

Russell Tribunal on Palestine

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Seven Steps Membership Club

The Seven Steps club – a level of honorary membership for ex-residents of District Six and other areas of forced removals – continues to be a valuable connector with displaced communities and their families. During the past year Seven Steps members have played an increasingly active role in museum projects. They have been active in storytelling in the Museum as well as on the vacant site with its memorial traces, contributing to our exploration of an enabling environment for the amplification of multiple voices. To date we have 366 members in our Seven Steps club.

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Auditors’ Report

REPORT OF THE INDEPENDENT AUDITOR ON THE SUMMARY FINANCIAL STATEMENTS TO THE TRUSTEES OF DISTRICT SIX MUSEUM FOUNDATION

The accompanying summary financial statements, which comprise the summary statement of financial position as at 31 March 2012 and summary statement of comprehensive income for the year then ended, are derived from the audited financial statements of District Six Museum Foundation for the year ended 31 March 2012. We expressed a qualified audit opinion on those financial statements in our report dated 26 June 2012.

The summary financial statements do not contain all the disclosures required by South African Statements of Generally Accepted Accounting Practice (SA GAAP). Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of District Six Museum Foundation.

Trustees' Responsibility for the Summary Financial Statements

The trustees are responsible for the preparation of a summary of the audited financial statements in accordance with SA GAAP.

Auditor’s Responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (ISA) 500, “Engagements to Report on Summary Financial Statements.” We have audited the financial statements of District Six Museum Foundation for the year ended 31 March 2012, from which summarised financial statements were derived, in accordance with International Standards on Auditing. In our report dated 26 June 2012 we expressed an opinion that the financial statements from which the summarised financial statements were derived gave a true and fair view of the financial position of the trust as of 31 March 2012, and of its financial performance and its cash flows for the year then ended in accordance with SA GAAP, except that as is common with similar organisations, it is not feasible for the organisation to institute accounting controls over cash collections from donations and entrance fees prior to the initial entry of the collections in the accounting records and accordingly, it is impracticable for us to extend our examination beyond the receipts actually recorded.

In our opinion, the accompanying summarised financial statements are consistent, in all material respects, with the financial statements from which they were derived and on which we expressed a qualified opinion.

For a better understanding of the trust’s financial position and the results of its operations for the period and of the scope of our audit, the summarised financial statements should be read in conjunction with the financial statements from which the summarised financial statements were derived and our audit report thereon.

PricewaterhouseCoopers Inc
Director: E Carelse
Registered Auditor
Cape Town
Date: 26 June 2012

PricewaterhouseCoopers Inc, No 1 Waterhouse Place, Century City 7441, P.O. Box 1799, Cape Town 8000
T: +27 (0) 21 559 3000, F: +27 (0) 21 559 3006, www.pwc.co.za

Africa Senior Partner: S F Kya
Management Committees: F Bligny, T J Sturridge de Chesson, B H De Waaldt, J G Lucas, O H Minter, M V Minter, T D Shange, S Salmunya, K R Thabedi, J M Toerr
PricewaterhouseCoopers Inc is an incorporated entity of PricewaterhouseCoopers South Africa, an affiliate of PricewaterhouseCoopers International Limited, an international business entity with offices and associated firms in every country. The Company’s principal place of business is at 2 St John Road, Sunnyside where a list of directors’ names is available for inspection.
Reg. no: 1059039-003221, VAT registration: 4001244822
## Statement of Comprehensive Income

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<th>2012</th>
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<tbody>
<tr>
<td></td>
<td>R</td>
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<tr>
<td>Revenue</td>
<td>5,375,283</td>
<td>8,604,293</td>
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<tr>
<td>Donations</td>
<td>4,004,052</td>
<td>7,170,948</td>
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<tr>
<td>Gross profit on sales</td>
<td>226,049</td>
<td>317,676</td>
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<td>Sundry income</td>
<td>1,145,182</td>
<td>1,115,669</td>
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<tr>
<td>Less Operating expenses</td>
<td>5,219,864</td>
<td>4,476,776</td>
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<td>Administration expenses</td>
<td>4,058,210</td>
<td>3,635,121</td>
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<td>Other operating expenses</td>
<td>1,161,654</td>
<td>841,655</td>
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<td>Operating (loss)/surplus</td>
<td>155,420</td>
<td>4,127,517</td>
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<td>Finance income</td>
<td>12,516</td>
<td>6,819</td>
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<td>Other comprehensive income</td>
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<td>Total Comprehensive (loss)/income</td>
<td>167,936</td>
<td>4,134,336</td>
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## Statement of Financial Position

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<th>2011</th>
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<tbody>
<tr>
<td></td>
<td>R</td>
<td>R</td>
</tr>
<tr>
<td>ASSETS</td>
<td></td>
<td></td>
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<tr>
<td>Non-current assets</td>
<td></td>
<td></td>
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<tr>
<td>Property, plant and equipment</td>
<td>2.1</td>
<td>12,261,911</td>
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<tr>
<td>Intangible Assets</td>
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<tr>
<td>Operating lease incentive asset</td>
<td>3</td>
<td>813,482</td>
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<tr>
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<tr>
<td>Current assets</td>
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<td>Inventory</td>
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<td>186,641</td>
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<td>Receivables</td>
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<td>505,972</td>
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<td>Cash and cash equivalents</td>
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<td>851,567</td>
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<td>Operating lease incentive asset</td>
<td>3</td>
<td>47,619</td>
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<td>Total assets</td>
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<tr>
<td>EQUITY AND LIABILITIES</td>
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<tr>
<td>Capital and reserves</td>
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<td>Grant from donor</td>
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<td>Accumulated funds</td>
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<td>Current liabilities</td>
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<td>Trade and other payables</td>
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<td>Deferred income</td>
<td></td>
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<td></td>
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<td></td>
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<tr>
<td>Total equity and liabilities</td>
<td></td>
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VISITOR NUMBERS
This is the monthly breakdown of fee-paying visitors for the 2011/2012 financial year. It does not include school students, non-paying ex-residents and South African pensioners.

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<td>APR</td>
<td>3,681</td>
<td>2,796</td>
<td>2,190</td>
<td>3,223</td>
<td>3,500</td>
<td>3,662</td>
<td>4,203</td>
<td>3,810</td>
<td>4,266</td>
<td>4,059</td>
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<tr>
<td>MAY</td>
<td>3,662</td>
<td>4,203</td>
<td>3,810</td>
<td>4,266</td>
<td>4,059</td>
<td>4,394</td>
<td>4,812</td>
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<tr>
<td>TOTAL</td>
<td>44,596</td>
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<td></td>
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Funders
- National Heritage Council
- National Lotteries Distribution Trust Fund
- City of Cape Town
- National Arts Council
- International Coalition of Sites of Conscience
- British Council
- Carl Schlettwein Foundation
- Mmino

Staff
- Bonita Bennett: Director
- Nicky Ewers: PA to Director
- Jacqueline Boase: Finance manager
- Mandy Sanger: Head: Education
- Tina Smith: Head: Exhibitions
- Chrischené Julius: Head: Collections, Research and Documentation
- Noor Ebrahim: Education officer
- Joe Schaffers: Education officer
- Shafiek Boonzaaier: Exhibitions and general maintenance officer
- Margaux Bergman: Resource Centre coordinator
- Thulani Nxumalo: Sound Archivist
- Dean Jates: Archival technical assistant
- Priscilla Ndlonze: Museum assistant
- Edith Bulana: Museum assistant
- Valentine-Williams: Driver and general assistant
- Thobeka Hobe: Front of house officer
- Louise Mohamed: Homecoming Centre receptionist and bookings administrator
- Clayton de Wet: Bookshop assistant
- Revina Gwayi: Coffee shop assistant
- Estelle Fester: Receptionist and administrator

Board of Trustees
- Jean September [Chair]
- Ciraj Rassool [Deputy Chair]
- Crain Soudien
- Mark Espin
- Kay Jaffer
- Premesh Lalu
- Gilbert Lawrence
- Alison Lazarus
- Nombulelo Mkefa
- Anwah Naga
- Shaun Viljoen

Honorary members
- Ruth Cookson
- Peggy Delport
- Terence Fredericks
- Vincent Kolbe
- Lucien le Grange
- Lalou Metzler
- Les van Breda
- Alison Lazarus

Patrons
- Professor Kader Asmal
- Ms Nadine Gordimer
- Bishop Peter Storey
- Emeritus Archbishop Desmond Tutu

*Deceased